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GENERAL STUDIES (TEST CODE : 634)

Name of Candidate	ANNAPURNA GARG		
Medium Hindi/Eng.	ENGLISH	Registration Number	12319
Center	ORN	Date	18th Oct 2015

INDEX TABLE

Q. No.	Maximum Marks	Marks Obtained
1(a)	10	
1(b)	10	
2(a)	10	
2(b)	10	
3(a)	10	
3(b)	10	
4(a)	10	
4(b)	10	
5(a)	10	
5(b)	10	
6	10	
7	10	
8	10	
9	20	
10	20	
11	20	
12	20	
13	20	
14	20	

Total Marks Obtained:

Remarks:

Signature of Examiner

INSTRUCTIONS

1. Do furnish the appropriate details in the answer sheet (viz. Name, Registration Number and Test Code).
2. There are FOURTEEN questions printed in ENGLISH.
3. All questions are compulsory.
4. The number of marks carried by a question/part is indicated against it.
5. Answers must be written in the medium authorized in the Admission Certificate, which must be stated clearly on the cover of this Question-Cum-Answer (QCA) Booklet in the space provided. No marks will be given for answers written in medium other that the authorized one.
6. Word limit in questions, if specified, should be adhered to.
7. Any page or portion of the page left blank in the Question-Cum-Answer Booklet must be clearly struck off.

EVALUATION INDICATORS

1. Alignment Competence
2. Context Competence
3. Content Competence
4. Language Competence
5. Introduction Competence
6. Structure - Presentation Competence
7. Conclusion Competence

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

All the Best

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SECTION – A

Answer the following questions in not more than 150 words each:

1. **(a)** Even though women may have equal skills, qualifications and commitment as men, they face much more difficulty in rising up the leadership hierarchy. Discuss the reasons for the same. Also, explain the importance of having gender parity in positions of leadership. 10

Despite being equally capable, women's journey to the top positions can be much more difficult than a man. This is true in various spheres. The reasons are following:-

1. Glass ceiling Effect: There is an invisible barrier which hinders the growth of women to the top. This is due to various factors like-

1. Society's Expectations from a women are biased. Her ascribed role is seen as limited to certain professions like nursing, teaching since do not require leadership. This is due to inbrieed gender stereotypes.

2. A woman's own stereotypes regarding herself as shaped by the society. She considers herself as less capable which

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affects her performance.

3. During recruitment as well as promotions, boards are mostly of men who are biased.

4. A woman has dual-role responsibilities which may compromise with her efficiency

Importance of Gender Parity in leadership roles :-

1. Fulfilment of the commitment of Equality which is a human right as well as a Constitutional value.

2. Equal opportunity to both men and women unleashes the true potential of both. Economic progress is seen more when there is gender parity.

3. Co-working of both men and women fosters understanding. This may play a greater role in their relationships at home. Cases of sexual harassment may also see reduction due to increased contact.

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1. (b) All correct decisions are honest and a l incorrect decisions are dishonest. Do you agree? How should the correctness and incorrectness of a decision be decided? 10

Correctness and honesty are co-related, but not always. Some correct decisions ~~which~~ may have shades of dishonesty, while some incorrect decisions may be honest ones.

For example, if there is a family where father is alcoholic. Mother may save money from the total income concealing from her husband (dishonesty), but her intention is to send her daughter to school (correct decision). Thus here even a correct decision is act of dishonesty.

Similarly, if there is an employee who is a cancer patient. The work of company is suffering, as he has to be paid too. The boss sacks him keeping all the considerations

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in mind. This can be called as an incorrect decision as alternate arrangement like work-at-home could have been arranged. But the decision cannot be said to be dishonest.

Correctness or Incorrectness of a Decision can be judged on following parameters:-

1. Means used to reach the end should not be unfair.
2. The End itself should be prudent and with minimum costs and maximum gains
3. The excluded section of society should not get harmed in any way. This is true for decisions pertaining to public services.
4. Long Term impact of the decision should be positive. For eg. establishing a coal plant today can be a correct decision only if there are in-built mechanisms for minimum pollution.

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2. (a) Should birth control be a voluntary exercise or a government policy in a country? In this regard, examine the ethical dimensions of having a One Child Policy in India. 10

India is second most populous country in the world. So planning for birth control is an important part of stabilizing population. However in this regard, government policy of birth control has been causing more harm than good. It should be a voluntary exercise, because -

i Government policy snatches the right to make free choices for women. For eg., in India around 97% of birth control is by Tubectomy, despite the evidence that vasectomy is safer.

ii options should remain open for people to choose.

iii without voluntary exercise, mass awareness is not there which means lack of long term behavior change.

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Ethical Dimensions of one-child policy in India :

i It goes against the ethics of free choice, as conception is a personal matter, and should be least controlled.

ii It creates dilemma in parents because of preference for boy child. This has led to skewed sex ratio in China.

iii It goes against the welfare of girl child, as she may be killed while in womb only. Thus foeticide may increase.

iv The child hence born would be devoid of a partner sibling: Studies suggest that presence of sibling fosters psychological growth.

Hence, one child policy is not an ethical choice. Mass awareness and education are the right steps.

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2. (b) An organisation consists of a variety of individuals with varying values and degrees of motivation. What challenges do leaders face when forging a harmonious work culture in such an organisation? How can leaders engender a sense of inclusion in face of such diversity? 10

Diverse workforce comes with various challenges for a leader like -

i People may see a similar problem with different sets of prisms. This may pose difficulty to reconcile both. For eg. a left-oriented person and a centre-oriented person may clash with each other.

ii Due to different values, their personal interests may be different. Hence their work relationship as well as personal relation may be poor.

iii Cultural interpretations of differences individuals may become a cause for clashes. For eg. debate on issues such as beef ban may endanger harmony.

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leader can foster inclusion by -

i Setting more and more super-ordinate goals which require co-operation.

ii Fostering mutual understanding. Role plays can prove useful.

iii Giving team work in such a way that team members are of different values. Gradually they'll come to understand each other, if they are periodically cansellied and taken care of.

iv Occasional playing of sports or organizing cultural events can help.

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3. (a) Notwithstanding compassion and morality, it is national interest that ultimately determines a country's decisions in international relations. Discuss this statement in the context of the current refugee crisis. 10

The current refugee crisis – in Europe or in Bangladesh call for a united action on international level. However the dilemma arises between two aspects :–

– Compassion and Morality towards humans
– National interest in terms of Economy, Ethnic stability, Peace, Demographics.

Both are important.

It should be be an obligation for a country to lend a helping hand to the humans in threat of being persecuted. If no country would support them, they'll end up dying as happened with Rohingyas when man graves were found. This is clearly violation of the higher principles of universal brotherhood, respect for human

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life and right to live with dignity.

At the same time, influx of refugees may disturb internal peace, law and order. Domestic economy may be under strain. But both these dilemmas can be reconciled by -

- Framing a long term refugee policy which takes all dimensions in account.
- Initiating an international level talk by which other countries also become sensible to this issue.

India has always welcomed people with open heart. This policy should not be diluted, along with maintaining national interests, which can be done by comprehensive policy.

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3. **(b)** What are the ethical issues involvec in climate change negotiations? Suggest some strategies to address the divergence in ethical positions of different nations. 10

Ethical issues in climate change Negotiations:

1. Historical Responsibility is more of the developed countries who grew at fast paced levels. The brunt is being borne by all due to environment being global commons.

2. Assymetrical harm: Poor and vulnerable people would be hurt more. For eg. island nations. They don't have adequate technology and finance.

3. Inter-generational assymetry: The future generations would be at a greater receiving end due to shrinking carbon space.

4. Assymetry in Development: Now developing countries need carbon space to develop which is scarce.

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Strategies to address Ethical Divergence:

1. Developed countries should consider their responsibility for the damage and contribute.

2. Mechanism of Loss and Damage was a step in right direction.

3. Distributing carbon space in a fair manner

4. Adequate Financing and technology for developing countries. Developed countries should cut down their emissions and aid the growth of others.

Global Talks sometimes yield result, sometimes fail. The bottom line is the Ethical picture which if falls in line, everything will fall in line.

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4. (a) Why is there a need for Performance Management System in an outcome oriented government? Evaluate the feasibility of peer review in context of Indian civil services. 10

Feedback of one's performance, and related incentives form a crucial part of management system. Similarly outcome oriented government needs performance management system. This is so because —

i Periodic appraisal of the performance in terms of success or failure will help to re-align the ways of working.

ii It will set in accountability and transparency as performance of government would be available to people through means as RTI or media.

iii If there are performance based incentives in government offices, competition will increase, hence fostering efficiency.

iv Trust in the government functioning will increase

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Peer Review in Indian civil services:

Positives are that it will show true picture of the working of a civil servant as seers know much detailed description. It will also improve analytical skills of the servants.

On the negative side, it may -

- Disturb the necessary inter-seni relations
- Civil servants may show unnecessary favouritism or hostility in review which may distort true picture.

Thus, peer review is an innovative tool. But it should be used with caution with strict confidentality.

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4. (b) Discretionary power in the hands of public servants is a necessary evil. Discuss. 10

Discretionary power refers to the power to take subjective decision which lack regulatory oversight. Though the system has proper system to maintain accountability and encourages objective decision making, but still discretion is a necessary evil.

Necessary because:

- Any decision cannot be cent percent objective.
- Human being cannot remain completely free of subjective biases like language, religion, ethnicity etc.

For eg. A civil servant on the board of recruitment. He takes an interview. He might have an unfavorable attitude towards people of particular religion,

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community etc. Interview is a subjective tool. Hence it may affect his choice.

An Evil Because :

- It results in biased decision making
- It harms public interest.
- It is against the principle of objectivity and neutrality.

The training and subsequent service tries to inculcate as much objectivity as possible. But there always remain scope for discretion going wrong. However discretion may be for public interest as well. To ensure, discretion is never an evil, a regular institution of ethical values in civil servants is crucial.

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5. (a) The landmark judgment by the Supreme Court of India recognized the transgender as a third sex. What attitudes do you notice towards the transgender people in India? Discuss some steps to facilitate a dignified life for the transgender people. 10

Transgender people in India can be usually seen on roads - either begging or showing their skills, or during child birth or death. This is the position Indian ~~pos~~ society has relegated Transgenders to.

Attitudes towards Transgender are :-

i Cognitive attitude pertains to prejudice against them. They are considered as lower in position, impure, fallen people.

ii Affective is reflected in terms of emotional reactions of people who see them with disgust.

iii Behavioral is in form of discrimination in terms of employment, equal opportunities, social status etc.

Landmark judgment by SC is recognition of their rights by taking in consideration

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fundamental rights of Article 14, 15, 16 and 21.

Steps To Grant Dignified life:

1. All Government documents must have provision of 'Third sex'.
2. All public washrooms must have separate facility for them.
3. Schools, colleges, companies should not deny them admission.
4. A social mindset has to be changed which should start by educating children at school. Sensitization is very important.

"Right To Equality" will be truly realized when no section is left as out-caste.

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5. **(b)** What key characteristics of a person conveying a message make it more persuasive? When celebrities endorse a product, they do so knowing that their endorsement will persuade people to buy it. What duty do they have towards the consumers? 10

Communicating a message is an art. Person conveying a message should have following characteristic to be persuasive –

i He should hold influence over the audience. His status should be high so that people agree to what he says. For eg. Sarpanch of a village.

ii Physical appearance aids in the effectiveness of message.

iii ~~He~~ His language and oratory skills should be very clear and match with the audience.

Duty of a celebrity as a Brand ambassador are immense. He has been given such task because it is known that he has power to change attitudes. "With power comes Responsibility". His

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Responsibilities are -

- Not to mislead consumers.
- Not to endorse products that are known to harm people. For eg. Kangana Ranaut refused to endorse Fairness creams saying its discriminatory.
- To ensure the product is good by, may be, trying himself. However this cannot be a bandelier for a brand ambassador. For eg. in case of a car, he can't be expected to go into the engineering aspects. Thus issue of celebrity liability becomes debatable.

Nonetheless, celebrities do have responsibility towards their audience as any misleading ad erodes trust, and is unfair for the larger public interest.

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5. It is said that child labor cannot be ethical at all. Do you agree? Discuss with respect to the proposed amendments to the Child Labour Act. 10

The issue of child labour presents a dilemma:

- Rights of a child
- Poverty of the family.

On the larger prism, child labour is unethical because

- It deprives child of his childhood.
- His educational, social and psychological growth are compromised. This hurts the national interest in the long run.
- The network of child labour benefits the corporates at the expense of child. They gain much as child provides cheap labour.
- There are risks of sexual harassments, as child labour happens illegally.

However, the recent amendments to the child labour act has abolished all

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forms of child labour except when the child works in family enterprises. It has also allowed children working in the film industry.

Allowing children in family enterprises like agriculture after school hours is a right decision. It strikes a balance. However it has to be ensured that it is not misused in some disguise. Poverty Reduction requires more hands in the family to work, and children can aid, only if their education doesn't get compromised.

Similarly children in film industry are allowed. This sector requires more regulation as these children are also exploited and their childhood is at stake. Not ban, but regulation should be there.

Thus, social condition of India requires that child labour in family work is retained. Rest all forms of child labour are definitely exploitative and unethical.

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7. Are emotions an inhibiting factor in effective decision-making? Discuss in the context of public services. 10

Emotions are the feelings that accompany human at every step. Emotions can aid as well as inhibit effective decision making.

For emotions to serve as aid, rather than an inhibition, emotional intelligence is a required trait for a civil servant. This is because emotional intelligence helps a person to understand his and others emotions, and also ability to manage his emotions. This emotional management prevents a person from getting overwhelmed.

For example → Suppose District Magistrate orders the vacation of a slum and rehabilitate them in another place. A Road has to go through the slum area. If the people refuse

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to vacate even after repeated notices, and after adequate time given. The DM cannot be expected to get overwhelmed by the emotional appeals of people as all other objective criterias have been carefully weighed. This subjective decision should not get swayed by emotions.

Emotions can also aid a public servant in deciding in favour of the weaker sections, women, disabled, children etc.

Thus Emotional Intelligence is a crucial trait for a civil servant as his work involves public dealing which comes with lot of complexities and emotions.

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8. What do you understand by the Sarvodaya philosophy of Gandhiji? Why is Sarvodaya relevant for civil servants in India? 10

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SECTION – B

In the following questions, carefully study the cases presented and then answer the questions that follow (in around 250 words):

9. You are the leader of a 5 member team that has been assigned to carry out social impact assessment of a project proposed in a Naxal area. Members have been allotted a remote village each to conduct surveys and ascertain views of local people. You are under strict instructions not to disclose the identity of respondents outside the project. While compiling data, you are puzzled by the responses from one of the villages. You accompany the point-person for that village next day for verification. You randomly pick a person from the list of respondents and ask her for clarification of the response she had given earlier. She seems confused and denies any knowledge of the survey being conducted, let alone she being questioned. You try to verify this from other respondents and get similar replies. This raises serious doubts about the integrity and credibility of the survey process.

(a) What are the ethical issues involved in the situation?

(b) As a team leader accountable for credibility of the survey and working on a hard timeline, what are the possible options before you? List their merits and demerits.

(c) Giving reasons, state the course of action you would follow. 20

The case deals with the fairness of the social impact assessment which has important ramifications for public interest.

a) Ethical issues involved in the situation:

1. Credibility of the team members who have been trying to fudge the data.
2. The fairness of the whole process of survey and its consequences on development and public interest.
3. The underlying corrupt minds.
4. Tracing the true source of this unfairness.

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some ~~xxx~~ political person might be involved.

5. Erosion of Trust of the villagers.

6. Accountability of the leader regarding the whole process.

b) Possible options are :-

1. Reporting to the higher authority about the irregularity and asking for ~~xx~~ re-structuring of the team. This would bring bad name to my leadership and possibly the project work might be taken away from me. Also it requires more time.

2. calling the team members and asking them to explain their stand. Giving them another chance, and threatening them to complain against them if any irregularity is found now. This also requires banding them with a strict time frame. This is a prudent step as it might lead to fair work happening within time. This would also ensure that they don't indulge in such practices thereafter.

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3. Asking the members to commit their mistakes and tracing the true source. Going to the media and exposing the racket, if any such. This is the least wise option as it would create a media hype without solving the issue right.

4. The second option is the most suitable in this case because -

- It would ensure time-bound survey.
- It would make them realize their fault
- It would serve public interest.

Moreover along with all this, the leader after completion of the survey must report the performance feedback of the team members to the higher authorities. This should be backed up by evidence. This would serve as a punishment for their lack of credibility. This would deter them from repeating it in future.

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10. Gajendra, once a struggling film actor, was accused and later exonerated of rape charges, which the jury found out to be motivated and fake. Not able to cope up with the situation, he changed profession and moved on. Thirty years later, while his closest friends know about the incident but his co-workers do not. One day, out of curiosity, he searches for his name on the internet, and to his surprise, finds that the third entry that comes up is an old report in a local newspaper about the rape charges he faced.

Gajendra is upset; after all these years, he would like to be able to disclose the event only to whomever he wants. He has heard about the decision of European Court of Justice which allows individuals to submit requests to a search engine to remove certain results from searches on their names, and citing the same, requests the search engine and media outlet to remove the results.

Valid arguments can be advanced for making the Right to be Forgotten a fundamental right? What those arguments could be? What limitations, if any, can it be subjected to? Should there be any obligations on the search engines regarding cases which are no longer relevant, as the one mentioned above? 20

The case pertains to an individual facing conscience hurt- due to unfair and wrong ~~that~~ charges on his character.

Yes, valid arguments can be made for Right to be Forgotten to be made a Fundamental Right such as -

1. It ~~to~~ dissolves the ~~guilt~~ shame that a person has to go through by widespread presence of wrong information.

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2. It absolves him from future harassment in society if anybody finds such material.

3. It prevents society from forming wrong impressions about a morally sound person. Thus individual attitudes are prevented from getting maligned.

4. It gives person a chance to prove to others of his being right.

However, all is not so rosy here. Mischievous elements may put this provision to misadventure. Those actually guilty might request for such removal and take advantage. This would be unethical for society as others won't have fair information of his conduct. A criminal might, then get fair treatment which is against principles of criminal Justice.

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Thus, in such scenarios, obligation of search engines becomes important :-

i To verify the case as presented by the person. This must include having the copies of judgment and verifying their credibility.

ii No oral evidence should be entertained.

iii Any such decision should include a committee at the end of search engine which should be accountable for any further checks.

iv If a mala-fide request is suspected, search engine should immediately report to authorities. It should be a penal offence.

Thus, "Right to be Forgotten" is a useful tool for innocent ones, but only if

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backed by adequate safeguards.

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11. You are the officer in charge of overseeing refugees' related issues in a multilateral humanitarian organisation. There is an ethnicity based civil war going on in a region and as a result, many people are being displaced. Hitherto, the economically better-off neighbouring countries have accommodated the streams of migrants with financial support from your organisation. The violence in the region has increased recently and the flux of people seeking refuge has grown substantially. With countries sealing their borders, the refugees are left in a vulnerable situation. You are sent to negotiate for humanitarian settlement of refugees with the neighbouring countries, who also happen to be a powerful economic bloc. However, they refuse any more accommodation on the following grounds:
(a) Drainage of resources in face of subdued economic conditions.
(b) Domestic political repercussions.
(c) Rehabilitation will encourage more influx and indirectly fuel the persecutors.
(d) Permanency of settlement in face of better prospects than at home.
What are the counter-arguments that can be cited to convince the countries for an immediate solution? Suggest some long term measures as well that should be followed to address the problem. 20

Refugee crisis comes with many dilemmas. Human plight is severe in such a crisis which requires support.

Counter arguments that can be cited are as follows:-

1. Drainage of Resources: Country can be convinced by telling them that refugees won't be an economic liability, but an asset. They can be used in economic activity by careful planning. Another can be told that if any economic assistance

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is required, it will be very well provided.

2. Domestic Political Repercussions: They can be advised to step up law and order mechanism. Cultural engagement between different communities can be enhanced, thus fostering knowledge.

3. Moral Issue: No Refugee becomes a refugee unless his life is under threat. They should be told that everyone loves their home place, and people usually don't leave till threatened. This should be backed up by statistical data.

4. Permanence of settlement: As an officer of multilateral organization, the country can be assured that once conditions are peaceful back in the source country, all refugees will be duly sent back.

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5. Moreover, the country needs to be enlightened about the need to preserve humanity and to foster human relations. They can be told that if tomorrow such a crisis happens to your country, won't you expect other better place country to rehabilitate your people. Thus, a show of empathy can help here.

Long Term Measures:-

1. A comprehensive Refugee Policy needs to be in place with pre-decided number of refugee obligations for all countries.

2. stepping up the funding of United Nations Human Rights Commission so that countries are not apprehensive of shortage of funds.

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3. Same kind of intangible incentive for a country whose asylum policy is successful.

4. The most required measure is to halt the bloody war and violence in Middle East and North Africa; and religious persecution in Bangladesh. International co-operation sans vested interests should be reached.

This Refugee crisis should be seen from the lens of humanity, and effective policies should be put in place.

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12. You are a Divisional Forest Officer (DFO) in an urban district. The forest cover in the district is as low as 1[illegible]% and it needs to be increased as per government guidelines. By ecological and environmental perspective also it is imperative that more trees should be planted.
However, you find out that while there is a grant of Rs. 1.5 crore for your division to plant trees under the Hariyali Scheme, most of this fund is lying unused. Since, it is December and as per government rules all the unused grant should be returned to the government as the financial year closes, it seems you will have to return the money completely.
Also, there are strong indications from the ministry that government is mulling over a budgetary cut on Hariyali mission because most of the funds go unused. There is a strong possibility that if you return the money in this financial year you wont get it in the next financial year and even if you get, it will be a very insignificant amount.
Indicate various options that you think are available in this situation. Evaluate these options and choose the most appropriate path to be adopted? 20

Ecological and Environmental interests are an important area in administration.

~~The~~ As a Divisional Forest officer (DFO), I have following options:-

1. Return the money as per rules without considering the consequences.

2. using as much money as can be in the rest three months and returning the rest.

3. using the platforms like social media, newspapers, TV, hoardings etc.

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and invite as much people as possible for the plantation drive. NGOs can be roped in and civil society can be encouraged to take an active part in. The success of three months can be reported in a detailed report and presented to ministry so that they don't slash any funds.

4. Initiating an inquiry as to why no action was taken as yet.

Evaluation of these options -

1. The first option would be a sign of indifference of DFO and it would be a clear dis-respect of the public office, and negligence of work.

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2. Second option is partly right, but without additional efforts three months time is not at all adequate to yield any result. It would show the department as lazy and lead to blocking of funds.

3. This option is the most prudent one. It involves innovative thinking and helps in meeting all the ends in a reasonable way. Being open about the matter with the ministry would prevent the further cut, as progress would be shown in terms of actual Quantitative numbers in terms of number of trees sown, number of people activity and increasing green cover expected.

This should be along with the 4th option. Accountability should be in

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place so that in future such negligence of duty is not there. This would deter future laziness.

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13. You, an anthropologist, have developed cordial relations with a tribal community which was hitherto isolated from rest of the humanity. Notwithstanding increased interest of researchers and media for the newly discovered tribe, you are the only person from outside whom they trust. They are ardent believers in their goddess and, trusting you, take you to her abode on a holy mountain. To your surprise, you find that the mountain is a reservoir of Uranium that can be used in your power-starved country's nuclear power plants. Besides, you are aware that Uranium being radioactive, it is highly risky to go near the mountain. You try to convince the people about harmful effects it can have and the utilitarian value that it possess for the country. However, they are in no mood to argue and politely ask you to leave. You fear that very soon the outside world will find about this and the vulnerable tribe would be displaced from their land.

(a) Evaluate the following courses of action which you can take for their ethical merits and demerits:

i. You would continue to convince the people yourself about the possible consequences and urge them to relocate.

ii. You would call in local and national NGOs for protecting the rights of the people against the State and file a PIL in Supreme Court if the State proceeds with dispossession.

iii. You would yourself tell the government and the scientific community about the reserves and let them proceed in their own way.

(b) Without restricting yourself to the above options, state the course of action that you would take and why? 20

a) Following are the merits and demerits for each course of action :-

i Merits :

- They may understand the issue and agree to relocate.
- It would prevent them from the harm of radioactivity.

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Demerits :

- Repeated convincing might sound me as hollow with vested interest as it is not backed by any concrete plan.

ii Merits :

- It would protect the cultural value of tribe and protect their holy place.
- Tribe will feel empowered as their voice will be heard.

Demerits

- Threat of Radioactivity
- State would be deprived of Uranium which is at presented imported, thus increasing fiscal Deficit.
- Political interests might fail this idea, and they might be deprived anyways.

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iii) Merits

- National interest would be served
- community and state might take interest of tribe in consideration.

Demerits:

- State might be pro-corporate as fail to see the interests of the tribes.
- Tribes might feel dis-empowered - unable to decide about their own place. This might alienate them. They may also turn anti-state and resort to violence.

Other cause of action that I would follow is as follows:-

I would ask the concerned departments in the state to set up a committee of experts to study the nature of harmful impact of Radioactivity. If any such harm being done is actually found, then

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State needs to ~~be~~ proceed with their relocation with adequate compensation. Their right to participate in all this process has to be taken care of. I will follow the entire process as an active member of civil society and well-wisher. I will keep myself updated about any developments by RTI. If any malign intentions are found, I'll knock the door of court. This will ensure tribal interests as well as national interest.

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14. A junior member of staff has just returned to work after taking special leave to care for her elderly mother. For financial reasons she needs to work full-time. She has been having difficulties with her mother's home care arrangements, causing her to miss a number of team meetings (which usually take place at the beginning of each day) and to leave work early. She is very competent in her work but her absences are putting pressure on her and her overworked colleagues. You are her manager, and you are aware that the flow of work through the practice is coming under pressure. One of her male colleagues is beginning to make comments such as "a woman's place is in the home", and is undermining her at every opportunity, putting her under even greater stress.

What possible steps can you take to ensure that the work of the team does not suffer while also taking other humanitarian considerations into account. 20

This is about a woman in need of work, but unable to contribute fully due to personal constraints.

Following steps can be taken to ensure minimum suffering :-

1. The timings of team meetings can be shifted a little later so that she doesn't miss them, and her inputs are taken care of.

2. For some period of time, she can be allowed to work on flexi-~~work~~ time basis i.e she can decide her timings

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of her of work as per convenience. This would ensure ~~that~~ ~~so~~ that she would be able to manage both tasks ~~so~~ well.

3. Information and communication technology can be made use of. She can be given facility to work from home on some days, or as per her convenience, provided she does her work ~~wit~~ on deadlines. Even meetings can be arranged on telecommunication. ICT makes sure individual differences are respected and one-size-fits all approach is abandoned.

4. Sensitizing the office staff about gender equality is important, so that any comments are not made. Personal dignity of every person ~~has~~ has to be upheld.

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5. The concerned woman should be provided with some counselling or therapy or yoga sessions. This will ensure that she can cope with stress in an effective way without compromising her work.

Thus, personal and professional work can be re-conciled, only if smart ways are found, and office has policies in this regard. This ensures corporate efficiency as well as individual dignity.

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Medium Hindi/Eng.	English	Registration Number	12319
Center	ORN	Date	30-11-2015.

INDEX TABLE

Q. No.	Maximum Marks	Marks Obtained
1(a)	10	
1(b)	10	
2(a)	10	
2(b)	10	
3(a)	10	
3(b)	10	
4(a)	10	
4(b)	10	
5(a)	10	
5(b)	10	
6	10	
7	10	
8	10	
9	20	
10	20	
11	20	
12	20	
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14	20	

Total Marks Obtained:

Remarks:

Signature of Examiner

INSTRUCTIONS

1. Do furnish the appropriate details in the answer sheet (viz. Name, Registration Number and Test Code).
2. There are FOURTEEN questions printed in ENGLISH.
3. All questions are compulsory.
4. The number of marks carried by a question/part is indicated against it.
5. Answers must be written in the medium authorized in the Admission Certificate, which must be stated clearly on the cover of this Question-Cum-Answer (QCA) Booklet in the space provided. No marks will be given for answers written in medium other that the authorized one.
6. Word limit in questions, if specified, should be adhered to.
7. Any page or portion of the page left blank in the Question-Cum-Answer Booklet must be clearly struck off.

EVALUATION INDICATORS

1. Alignment Competence
2. Context Competence
3. Content Competence
4. Language Competence
5. Introduction Competence
6. Structure - Presentation Competence
7. Conclusion Competence

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

All the Best

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SECTION – A

Answer the following questions in not more than 150 words each:

1. (a) What is the role of education in bringing about social change? Discuss in the context of India with relevant examples. 10

"where there is education, there is liberation" - liberation of thoughts, actions and behaviour. In human life, education plays a critical role in personal and societal change. Its role in bringing social change can be seen in following arguments -

1. It makes an individual rational. A rational human being is the pre-requisite for social change. For eg. a rational human being is least likely to believe in superstitions.

2. It provides values to a person. Values such as compassion, humanity, environmental care etc. This can play a role in humanity in society and reduce brutal crimes such as murders, conspiracy etc.

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3. Education provides greater awareness towards issues like gender equality, women empowerment, girl education; health issues like vaccination, proper food. Thus, it builds the foundation of a society in which human development is given importance.

However, for all this to happen, education itself has to evolve. It must not be only academics but a holistic kind of learning which produces good human beings.

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1. **(b)** Where the roots of private virtues are diseased, the fruits of public probity cannot but be corrupt. Discuss this statement in the context of civil services in India. 10

Values or virtues of an individuals are the guiding force of behaviour. For eg. if one values animal welfare, he would take care of street dogs as well. Thus, value system of an individual has to be sound.

If an individual's private values are corrupt, it is most likely that his public dealing would show the same. This is very true for civil servants who have to deal with public. Dealing with public requires certain pre-requisite virtues - like honesty, integrity, empathy etc. If these virtues are missing from private life, and failed to develop in the course of development, his public life is most likely to be lacking of ethics.

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For ef. one who is not honest personally and practices dishonesty is most likely to show the same in his profession as well. It would be no surprise if he grants some major tender to his close kin.

Thus, training of appropriate values, and periodical appraisals of the same should form an integral part of civil services.

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2. (a) What do you understand by political attitude? What are the factors that shape the political attitude of a person? Discuss. 10

An attitude is an individual's tendency to evaluate events, objects or people in a way. Political attitudes are attitudes about politics - political figures, parties, voting, etc. The general discussion among people in which they put forward their views about politics show their political attitudes. Its components are -

Cognitive : Prejudice towards a particular party on some little evidences.

Affective : Feeling of hostility towards dissenting attitude or party.

Behavioral : voting for the party one sees as favourable.

There are many factors which shape the political attitudes -

1. Family Preferences - Its mostly seen that a family holds homogenous political attitudes

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and show similar voting behaviour.

2. Media : The way media portrays a policy or party can influence attitudes. For eg. aggressive media trial on a politician can make people's attitude towards him as highly unfavourable.

3. Actual Experiences : The work of a party, someone's friendship/acquaintance with a party, membership of affiliated groups etc.

4. Political Persuasion : During election time, the day and night campaigning by parties influence people's attitudes - for eg. offer of a better future, freebies etc.

5. One's own Ideology : Left-wing Bent or Right-wing Bent can influence the liking or disliking for a party.

Thus, political attitudes are shaped by various factors.

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2. **(b)** The Vienna Convention on Diplomatic Relations provides blanket cover to the activities of diplomats and their family members? What are ethical issues arising out of such a wholesale cover? What would you suggest to address those problems? 10

Recently, there was a case in news that a Nepal woman was sexually harassed by a Saudi Arabia Diplomat in India. This raises several ethical issues out of blanket cover to the activities of diplomats -

1. Need to protect diplomats from undue harassments in a foreign country which would be an obstacle in their working.

2. Need to protect the interest of the victim if any such mishappening occurs.

3. Rule of law which is a major law across countries. How can diplomats be above the law.

4. Need to Deter the Diplomats from abusing their power.

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Suggestions to address these problems –

1. Blanket cover is not justified. There should be certain exceptions to the rule.
2. Vienna convention should be amended by international negotiations so that such exceptions can be incorporated.
3. The onus of punishing such a diplomat should be on the home country so that any questions about harassment of diplomats may be avoided.
4. Otherwise next resort should be international court.
5. Value based training of Diplomats should be strengthened.
6. Diversity training of Diplomats is important – especially Foreign services.

Thus, Diplomats, enjoy important functionaries but keeping them above law is travesty of justice.

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3. Given below are two quotations of great moral thinkers/philosophers. For each of these quotations, bring out what it means to you in the present context:
(a) "Educating the mind without educating the heart is no education at all."—Aristotle. 10

A holistic education is what an individual requires for a successful as well as happy life.

Educating the mind means academic stuff - like maths, science, politics etc. Educating the heart means inculcating of values, virtues, emotional understanding, and whatever we call as human software.

If we just educate the mind, and ignore the other aspect, consequences can be disastrous -

1. Professional world would be full of super-intelligent beings, but without any consideration of others' needs. They would even kill someone to fulfill their needs.

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2. There would be immense inequality as the concept of voluntary service, donation, charity would be non-prevalent.

3. Self interests would guide the world and large interests. World wars were a result of self interests.

4. A person would be hollow from inside. This makes it more probable that such people are more vulnerable to psychological disorders - anxiety, depression, suicides etc.

5. Terrorists are those who are very educated from mind, but their hearts carry no warmth.

Thus, it is required that human virtues are well taken care of in the process of development. Right from childhood, such values need to be inculcated.

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3. (b) "The whole problem with the world is that fools and fanatics are always so certain of themselves, but wiser people so full of doubts."- Bertrand Russell. 10

There are two kinds of people in the world - fools and fanatics on one hand; and wise people on the other. Wise people are those who can well differentiate between right and wrong; and fanatics are the other way round, they see world in black and white.

Fanatics usually assert themselves very strongly and are confident with their stand. For example, after every rape case happens in India, there are some who come out with anti-women statements like "She was skimpily clothed". They say so very certainly, and in that process influence like-minded people greatly.

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On the contrary, wise minds always present their views in an uncertain manner. There is an air of doubts over their expression. They weight the plus and minus and do not come to a fixed conclusion. This lends a biased view among people in favour of fanatics. Thus, its important for wise minds to come out in greater numbers and put forward their views with greater convictions, so as to outweigh the fanatics.

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4. (a) "Persuasion makes society work smoothly while physical coercion grinds it to a halt". Giving examples, compare the effectiveness of persuasion as an influence tactic vis-a-vis coercion in bringing change in society. In what ways persuasion can be used by civil servants to remove social evils existing in society? 10

Persuasion is an act which has capacity to change attitudes. It's a psychological process and hence attitude change is a deeper result. It relies on instruments of change like credibility, trustworthiness of source and soundness of message, so that change driven is for long term. For eg. social change seen in Polio Eradication was due to intense campaigning by Amitabh Bachchan. This was a soft persuasion.

On the other hand, coercion is tilted in favour of one side with other side being pushed to act in a way. It can bring change but only in a superficial and temporary manner. For eg. the coercive compulsory sterilization during emergency was a bad face of the state which yielded only public hatred towards this act, and no significant result.

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Persuasion can be used by civil servants to bring social change -

1. By involving the local level government, for eg. sarpanch in the persuasion as any change should be bottom-up, and not top-down. For eg. if sarpanch persuades for not killing girl child, it would have greater impact.

2. By employing social change tactics like street plays, movies etc. on a community level. These have a persuading effect as they are embedded in cultural values.

3. using mild fear appeals - like making them aware of consequence of not vaccinating their child, then child would be unwell. Strong fear appeals should not be used.

Thus, civil servants can be a harbinger of change, provided he has knowledge how to

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persuade for social energy changes.

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4. (b) What do you understand by emotional sensitivity? Elaborate how emotional sensitivity is important for ethical behavior. What measures have you taken to enhance our emotional sensitivity? 10

Emotional sensitivity means being sensitive to the feelings of others and showing response accordingly. For eg. If there are two friends - A and B. They see a poor lady crying with hunger on road. A stops and buys a plate of food for her. B moves forward. Thus A is emotionally sensitive. He is empathetic - he can put himself in others' place and understand their pain.

Emotional sensitivity is very important for ethical behavior. A person who doesn't care about others' feelings cannot be expected to think about ethics like - equality, humanity, compassion etc. One who can think from others' perspective would be a foresighter and act keeping in view of

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others' welfare as well.

I have developed emotional sensitivity by giving deeper thoughts to various issues - Reflecting upon them, and not just moving ahead by ignoring the things as they are. For eg. when I look at a street dog whining, I compare him to my pet, and thinking that each living being deserves love and care, I feed him too. Such small events in life accumulate to give an overall touch of emotional sensitivity.

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5. (a) There are no universal moral rules which apply to all persons. Examine by giving relevant examples. 10

universal moral values are basic values like honesty, human rights, compassion, etc. Though ideally these are 'universal' in nature, but in practicality they do not apply to all persons.

There are several situational constraints which lead to dilution of these moral values, and hence cannot be practised by each and every person every time. For eg. Refugee crisis - Though moral values demand that they should get refuge, but practical constraints of countries make them to refuse the same.

Another example → when a person's basic needs are not fulfilled, he cannot be expected to show moral values. For eg. if one is hungry from several days, then if he gets opportunity to steal food from a

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shop, if he doesn't get on request, there he cannot show honesty as dilemma is between ethics and survival.

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5. (b) Some decisions, which are in the best interest of the organisation, require deviation from the existing policies, rules and guidelines. As a civil servant how would you deal with such situations. Illustrate. 10

Rules and Guidelines are the broader framework which are formulated to provide a systematic organization ecosystem and prevent unethical conduct. However, if situation arises to deviate from existing policies in the best interest of organization, its fair to take that decision.

For eg. if the rules demand that expenditure for environmental protection has to be limited to the stipulated budget, but a new technology has been devised which can increase water table, but investment is required which exceeds the budget, then it would be best to adopt that technology for long term good of the district and environment.

As a civil servant, in such a situation, I would first have a thorough research of the

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new decision to be made, and if found truly viable, it would be best to put it in front of the authority, and request their permission to go beyond the rules.

Thus, Rules are not set in stone, and if need arises, it is in best interest to move forward than remaining stuck with the written rules.

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6. Developing 'scientific temper' is one of the fundamental duties of Indian citizens under Article 51A of the Constitution. What do you understand by scientific temper? Explain its role in increasing tolerance in the society. What have you done to develop your scientific temper? 10

Scientific temper means an ability to look at various issues from the lens of rationality, objectivity, skepticism and empiricism. Its not only limited to science per se, but developing qualities of science which is evidence based from any superstitions.

Scientific temper can play a major role in increasing ~~in~~ tolerance in society. A person who thinks objectively won't be swayed by the emotions of religion or caste and think in broade human principles based on evidence. for eg. a person with scientific bent would not join a terrorist organization because it serves his same religious goals. he would view them as narrow goals, which

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are not based on rational ideas. Similarly, inculcation of scientific temper can reduce the menace of 'Godmen' who are thriving on the lack of rationality and superstitious beliefs of people.

I have done following to develop my scientific temper -

1. To think logically, one requires to have both pros and cons of situations. I read both the angles and then shape my opinion.

2. I refrain from confirmation bias and think about an aspect from 360° view.

3. I question my elders and search internet for logical answers for traditions. for eg. I have myself found that logic behind observing festivities is social harmony and spiritual upliftment.

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Thus, schools and other institutions must dedicate themselves towards this cause.

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7. There are only crimes, no criminals. In the light of this statement, examine retributive and reformative forms of punishment from moral perspective. 10

A person is not born criminal rather he is made a criminal by circumstances. In this light, its important for punishment to be Reformative than Retributive.

Since person is a criminal by the reason of circumstances - like psychopathology, low socio-economic status, broken home, etc., any retribution wouldn't help. It would make him even more hardened criminal. Rather, his situations need to be identified and reform process undertaken accordingly.

For eg. a juvenile delinquent is in such a mess because of lack of warmth he has ever got, and criminal gang provides him that. Then reform home should counsel

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him and his parents so that he can live a better life. Currently, Rehab homes don't do this, and consequently juveniles ~~be~~ remain delinquents whole life.

Every individual has scope for reformation, and he wants that. Thus, its imperative, that as a civilised society, we view criminals just as a normal being who has committed something wrong. His holistic reformation can result in better future for him and society as a whole.

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8. What do you understand by 'belief'? How does it shape into value system? Illustrate with examples from your personal life. 10

'Belief' refers to a thought. It is a very broad term which includes the thought processes which results into a particular belief system of a person. For eg. a 'Believer in capital Punishment' believes that death penalty is justified and deters crime.

It has very close relation to value system. Beliefs impart a particular values to a person or feeds into the value system. For eg. in above example, 'belief of capital punishment' means this person values 'justice' which is an important value for him.

My personal Life Example -

I have strong Belief about 'women Rights'. This belief feeds into my

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upholding the value of 'Gender Equality' and is reflected in my actions, and target process.

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SECTION – B

In the following questions, carefully study the cases presented and then answer the questions that follow (in around 250 words):

9. Ram is an Indian student in Oxford University. His best friend 'Harry' is a Britisher. Recently they both watched the debate where an Indian MP argued that Britain owes an apology and reparations to India for the historical wrongs committed during its rule. Harry objects the idea on these grounds: "I never exploited any Indian. None of my family members ever worked for British East India Company. I don't know why I should have to pay for someone who exploited Indians, generations before I was born". Making present-day citizens to pay reparations for the past wrongs, seems to raise some concerns. They both come to you (an Ethics professor) and ask you to decide who among them is correct. Critically analyze their arguments and bring out the ethical issues involved. 20

The present case is about the matter of historical injustice which is ringing its bells in the present. Each person considers his natural interest as prime, as this arises the question, if Britain truly owes an apology after so many years, and if present generation deserves this state of affairs.

Arguments of Harry :

Merits → As an individual, Harry or his family or in fact his entire generation haven't done anything wrong. They were

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born after India got independence and thus it would be unfair to humiliate them or make them pay reparations. This may create another round of injustice in an attempt to set one correct.

Demerit → however, an individual's life is not only his. He owes something to the country in which he is born and brought up. As a responsible citizen of Britain, they owe India a lot. A country is a collection of people, and its past and future are equally attributed to its people. Though Harry himself didn't do anything, his forefather have.

Arguments of Indian MPs –

Merit: Indian Economy has still not been able to rise above which its potential is. For eg Agriculture is in shambles, and a major reason is the economic policies of Britain. Thus Reparations would serve the historical injustice as right.

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Demerit: 1. Apology is just a ~~sy~~ symbolic move with no concrete result.

2. It may embitter India-Britain ~~person~~ trade and personal relations.

3. British Indians or Indian diaspora may have to bear the brunt.

4. Many Indians study in Britain minorities who may be targeted.

Ethical Issues involved are –

1. from Indian point, ethical issues are

a. Psychological Relief from the burden of years of subordination.

b. Justice for historical wrongs committed.

c. But, the past generations who suffered are not alive to bear the fruits of such correction. Hence it would be more of a symbolic act and asymmetrical distribution.

d. For the sake of Equity.

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2. From Britain, point, ethical issues are -

a. Present Generations are liable for wrongs committed by generations earlier

b. ~~Individual~~ collective humiliation of a country

Thus, above are the various ethical dimensions of the case in question.

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10. A common sight in India at traffic signals, railway stations and urban markets, is that of a destitute woman, begging, with a child in her arms. At times, out of pity or out of fear, from being cursed by God, or out of irritation, we tend to give them some coins or money and drive them away. In this context, bring out the ethical issues associated with beggary. Indicate the socio-economic reasons behind it. Also, discuss the attitudinal aspects of people towards beggars. What feasible steps can be taken to effectively control this serious problem of our country? 20

Beggars are omnipresent in India – at bus stops, railway stations, markets etc. They present a face of helplessness and poverty in India. There are several ethical issues associated with beggary –

1. Dilemma of the 'haves' of how to decide whether the beggar is actually needy or is a proxy of a trafficker.
2. The able men and women begging are unethical as they can better find some work and earn respectfully.
3. Children are used for begging than sending them to school. Sometimes, it is seen that parents give on the earning of child.
4. Human trafficking.

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5. Children are made blind, lame etc so as to evoke pity. This is inhuman.

Socio-economic reasons behind Begging are -

1. Poverty where a person finds it difficult to arrange two square meals.
2. High inequality in India
3. unemployment.
4. Welfare programs of the Government are ill targeted and do not reach all.
5. Non-universality of education which drives people to beg
6. weak regulatory measures, and hence push into human trafficking.

Attitudinal Aspects of People -

1. Some are very sympathetic towards them and even keep change in their cars to give them. These people are rare.
2. Some understand their problem, but in a responsible manner and buy them food

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or toy so that trafficking is not encouraged.

3. However, most are apathetic towards them. They just think them to be a nuisance and scold them, slap them, push them etc. or simply ignore them.

Feasible steps –

1. A specialized team of policemen who can rescue the victims of child trafficking and rehabilitate them.

2. Civil society is working great in this direction. This further needs boost from government and people.

3. Those who beg out of their parents, should also be rehabilitated, trained in some vocation, like bangle making, carpet making etc. and provided employment.

4. Children rescued should be provided education.

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5. People can serve as eyes and ears by Reporting any such case to the authority.

Thus, its a major social problem which can be reduced by a co-ordinated action of govt, civil society and public.

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11. You are an A.C.P. in New Delhi. There has been a steep rise in incidents of racial discrimination in the area falling under your jurisdiction. Recently, a young boy from North East was beaten badly by a mob in a market area. This has led to protest by students from the North East region. They have gathered outside your office and are demanding strict action against the culprits. **(a)** What will be your strategy to manage the situation. Bring out a plan to counter such incidents in the future. **(b)** What is the use of emotional intelligence in such situations? **(c)** What are the social and attitudinal factors responsible for racial discrimination. 20

Prejudices due to differences in the groups often result in discrimination. Racial discrimination is a result of such prejudice on the basis of groupism on the basis of race. People of North East are distinct from rest of India by way of their looks, and hence discrimination against them is a sad, but frequent occurrence.

As an A.C.P, my strategy in such a situation would be to ensure the gathering of a fair investigation process which would guarantee action against the culprits. And not only words, such action would be taken then and there."

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Plan to counter such incidents in future -

1. Strict action against the perpetrator in the statute.

2. Including more number of people from NE in the police force - a special cell.

3. A grievance cell to be set up, especially in-work areas where-their population is more.

4. Arranging for common hostels, rather than separation. Greater the distance, prejudices become stronger. But safety has to be very strong for such an arrangement.

5. Including history of NE in the syllabus of schools, and colleges to raise greater understanding and respect.

Above can be the various short-term and long-term recommendations to be followed to counter such issues.

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Role of Emotional Intelligence in such a situation -

1. For the A.C.P, it would aid in understanding the pain and anger of the public, and he would show promptness in action.

2. For the aggressor, EI here plays a very important role. Had the aggressor been an emotionally intelligent person, he would be able to control his anger - anger management is a part of EI. Moreover, an Emotionally intelligent person is also able to keep his prejudices to minimum, thus refraining from such episodes. He also understands others emotions and thus less likely to act in such hostile manner.

Factors Responsible for Racial Discrimination -

1. Social : a. Fear of overtaking of a community over the dominant one.

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b. Competition over limited resources.

c. Ingroup - outgroup feeling. Evaluating all out-group members in a similar way. Group relations lead to such discrimination.

1. Attitudinal : Negative attitude for the outgroup, as mentioned above. This manifests as prejudice → stereotypes (like All North Easterns are Non vegetarians), Affect of hostility and Behavior of Discrimination.

Any civilized society must deal with such incidences in a strict manner and prevent occurence in future.

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12. You are an officer in the Labour department. You went to your brother's wedding and saw that minors were employed by the wedding band company to carry their electric instruments. You know that it is an unlawful activity and it is your responsibility to take action against it. However, since it is a family wedding so they have asked you to look the other way. Some of the options available to you to handle this situation are as follows: 1. You will not take any action as this could be seen by the others as a deliberate action to spoil the wedding. 2. You will act strictly and remove them from the wedding and file a case against the band company. 3. You will talk to the band personal and give a notice to them that they should not employ any minor children after this marriage. Suggest any other possible option. Evaluate all of them and suggest the best course of action, giving your reason for it. 20

Many times in life, one has to face dilemmas of choosing between personal welfare or professional responsibility. The case presents the same dilemma. Following are the possible alternatives –

1. 'Not Take any action'

Merits → Save my personal relationships

Demerits → 1. Avoidance of professional responsibility

2. Overlooking a cause which is a social evil and ~~also~~ spoils many innocent lives.

3. Self-Deception and Guilt.

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2. 'Act strictly and Remove Them from wedding and file a case against Band company'

Merits → 1. fulfillment of professional duty
2. Secure children's lives.
3. Warranted action against wrong-doers.

Demerits → 1. Spoiling the marriage.
2. Spoiling personal relation.

3. 'Talk To Band personally and Give a Notice'

Merits → 1. Prevent spoiling the marriage and my relation.
2. Children's lives may also be saved.

Demerits → 1. The menace would still be there in the larger context
2. The Band person may agree then and violate the agreement later.

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other possible action which would serve the purpose best -

Talk to the Band in person, as well as Reporting this crime to the Department and recommending for setting up of an inquiry against all such bands. An inquiry would help to frame a policy and cause of action against all the bands resorting to child labour.

This would serve all the purposes of not spoiling the marriage, serving my professional responsibility and contributing to rooting out the menace from its roots.

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13. You are a working as a junior engineer in second year of your job. A senior engineer has been on sick leave, and you are due to go on study leave. You have been told by your manager that, before you go on leave, you must complete some complicated repair and maintenance work. The deadline suggested appears unrealistic, given the complexity of the work. You feel that you are not sufficiently experienced to complete the work alone. You would need additional supervision to complete it to the required standard, and your manager has stated his inability to offer the necessary support. If you try to complete the work within the proposed timeframe but fail to meet the expected quality, you could face repercussions after your return from study leave. You feel slightly intimidated by your manager, and also feel pressure to do what you can for the company and ensure long term job security. Indicate various options that are available with you in this situation. Evaluate all of them and suggest the best course of action, giving your reasons for it. 20

The case presents a situation in which the junior engineer is required to perform a duty within some constraints. The complication is how to achieve quality as well as deadline within those constraints.

Following are the various options available -

1. "Refuse to do the work without help"

Merit → Able to avoid the lower quality of work that might result if taking the work.

Demerit → 1. However, it might result in my removal from job which would be catastrophic.

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v. It is equivalent to escaping the job responsibilities.

2. work within the present condition.

Merit → It would ~~not~~ ~~end~~ lead to fulfillment of professional responsibility.

Demerit → 1. compromise with Quality
2. Rebuke for poor work
3. Job security may be endangered.

3. Asking manager for Extension of the deadline owing to the constraints, and personal lack of expertise in the work. manager needs to be told about the various problems.

Merits → 1. An open communication ~~on~~ might help ~~in~~ the manager in realising the actual problems.
2. Assertiveness would make me look strong which is needed in professional world.
3. Possibility of completion of work ~~on~~ with desired Quality.

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4. Better future prospects.

Demerit → manager may be reluctant to do so.

The last suggestion seems to be the best course of action as it is the most practical way out. Unrealistic deadlines can never work in favour of person. Proper Time frame can only yield good results. Thus, the last option if done with entire work would be the best course of action.

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14. Euthanasia is the practice of intentionally ending the life of someone who's suffering from an incurable illness or is in an irreversible coma. In the last stages of a terminal illness, for instance, patients who don't want to live the rest of their life in agonising pain may ask a doctor or family member to help them end their lives. Euthanasia may be active or passive and Euthanasia may be voluntary or involuntary. All these aspects raise different ethical concerns for the patient, doctor as well as the relatives of the patient. Discuss these ethical issues and the various social and attitudinal factors that play a role in the decision in eutharasia. Should there be a uniform policy to tackle cases related to euthanasia? Explain with relevant examples. 20

In simple terms, Euthanasia means mercy killing. When a person is in such a state, that his chances of survival are negligible, then euthanasia is considered as an option. Active means injecting something to kill and passive means withdrawing life support.

There are various ethical issues in Euthanasia -

1. Pain and agony of the patients who has anyways no hope of survival.
2. It is said that ~~when~~ humans have no right to take away life, its god's work.

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3. Ill-intentions of family members may be at play in forcing treatment euthanasia.

4. Neglect of healthcare – Palliative healthcare.

5. The burden on the caretakers.

There are various social and attitudinal factors that play a role –

1. For family, decision rests on the 100% non-potibility of survival. It also depends on their attitude – Religious attitudes and traditional attitudes which may bar a person from doing so.

2. For hospital, its based on their expertise.

3. For the Judges involved in permitting, it depends on their reading of the intention of the family. Judge's personal attitude may also influence the decision.

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There should be a policy to tackle cases of euthanasia which should clearly define the conditions under which euthanasia can be given. It should lay down the criteria for

- Condition of Patient, Eg. Brain Dead
- Family consent, in absence of family, immediate friends.
- A committee of experts of doctors and judges to decide.

In Aruna Shanbaug case, supreme court provided these guidelines and allowed only 'passive euthanasia'.

However 'uniform' doesn't mean no differences, case-to-case, situations may differ. But overall guidelines would remain same. Whatever may be the situation, there should be no unfair euthanasia at the mal-intentions of the family. Policy must give priority to this aspect, and any

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violation should lead to revision of policy and strict action against the wrong-doers.